

# City of Brantford

Implementation Plan  
November 2016



City of Brantford  
Economic Development Strategy Review and Update -  
Implementation Plan

Prepared by:



**McSweeney & Associates**  
**201 - 900 Greenbank Road**  
**Ottawa, Ontario**  
**CANADA K2J 1S8**  
**Phone: 1-855-300-8548**  
**Fax: 1-866-299-4313**  
**Email: [consult@mcsweeney.ca](mailto:consult@mcsweeney.ca)**  
**Website: [www.mcsweeney.ca](http://www.mcsweeney.ca)**

# Table of Contents

- Brantford’s Economic Development Strategy – Implementation Plan ..... 1**
- 1 Investment Retention and Attraction (IRA)..... 2**
- 2 Infrastructure ..... 6**
  - 2.1 Industrial Land Strategy ..... 6
  - 2.2 Downtown Economic Development..... 8
- 3 Tourism ..... 12**
- 4 Arts, Culture & Heritage (Including Film and New Media)..... 18**
- 5 Business Development..... 21**
- 6 Education, Skills Training and Labour Development ..... 25**

## Brantford's Economic Development Strategy – Implementation Plan

The 2016 City of Brantford Economic Development Strategy Review and Update lays out the City's strategic economic development directions and actions while the Implementation Plan lays out the framework to implement the actions.

This Implementation Plan contains information related to leadership and support for implementation as well as the resources and investment expected, progress measures and timeframes for delivery and completion of the actions. This information is intended to assist in integrating the recommendations into staff workplans and the investment required may evolve over time due to the needs of the City.

The timing and urgency with which to begin implementation of the Strategic Actions is indicated as being ongoing, immediate, short-term, mid-term, or long-term, with the following general timeframes:

- Ongoing (an action that is currently being implemented by the City of Brantford)
- Immediate: by the end of 2017
- Short-term: by the end of 2019
- Mid-term: by the end of 2021
- Long-term: after 2021.

This Implementation Plan lays out the approximate level of effort and approximate priority for the delivery of the actions identified in the 2016 City of Brantford Economic Development Strategy Review and Update. Keep in mind that strategies and actions need to be flexible enough to accommodate changes in the economy and community, therefore the implementation plan also needs to be fluid so that it can be revised according to changes and realities in Brantford's economy.

## 1 Investment Retention and Attraction (IRA)

<b>Investment Retention and Attraction</b>						
<b>Ongoing Actions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
1.01	Continue the active targeting of previously identified sectors for business attraction, including Clean Tech and Logistics sectors	<b>Economic Development &amp; Tourism</b>	<b>City Departments, Municipal partners, community business organizations, realtors, developers, senior levels of government</b>	<b>Moderate - staff time</b>	<b>Annual updates reviewing new businesses attracted</b>	<b>Ongoing</b>
1.02	Continue working with key groups that can aid in business attraction efforts, such as realtors, developers, site selectors and senior levels of government	<b>Economic Development &amp; Tourism</b>	<b>City Council, Realtors, Developers, Site selectors and Senior levels of government</b>	<b>Moderate - staff time</b>	<b>Annual updates reviewing new businesses attracted and expanded</b>	<b>Ongoing</b>
1.03	Continue with the positioning statements for targeted industrial sectors	<b>Economic Development and Tourism</b>	<b>Municipal partners,</b>	<b>Minimal - staff time</b>	<b>Positioning statements created and being used</b>	<b>Ongoing</b>
1.04	Focused on those sectors of greatest importance to the City, create industry-specific expertise within the department to enhance the ability to assist existing firms and to demonstrate knowledge when attracting new companies	<b>Economic Development and Tourism</b>	<b>Realtors, Developers, Site selectors and Senior levels of government</b>	<b>Minimal - staff time</b>	<b>Identify target industries, Review and update annually</b>	<b>Ongoing</b>
1.05	Treat retention, expansion and attraction as a continuum of activities with staff assigned to specific sectors	<b>Economic Development and Tourism</b>	<b>City Council, Downtown Brantford (BIA), The Chamber of Commerce Brantford-Brant</b>	<b>Minimal - staff time</b>	<b>Business visitation and assess change in number of local businesses annually</b>	<b>Ongoing</b>



<b>Investment Retention and Attraction</b>						
1.06	Build out Brantford’s investment attraction story to include sector-specific value propositions that showcase Brantford and its unique advantages	<b>Economic Development and Tourism</b>	<b>Marketing-Communications, Tourism</b>	<b>Minimal - staff time and \$5,000/sector project funding</b>	<b>Complete industry-specific sector reports, sheets and value propositions</b>	<b>Ongoing</b>
<b>New Recommended Actions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
1.07	Continue with the City’s existing investment attraction program including current marketing efforts and annual foreign trade mission	<b>Economic Development and Tourism</b>	<b>City of Brantford</b>	<b>Moderate – staff time and on-going funding for marketing program \$20,000-\$25,000 for trade mission</b>	<b>Annual updates reviewing new businesses attracted One foreign trade mission per year</b>	<b>Ongoing</b>
1.08	Create and strengthen relationships with the Ministry of Economic Development and Growth including a Brantford visit on the itineraries for the annual Ontario conferences of the Senior Economic Officers and International Investment Development Representatives (IIDR) teams	<b>Economic Development and Tourism</b>	<b>City of Brantford, County of Brant, Six Nations of the Grand River, Senior Economic Officers, International Investment Development Representatives (IIDR)</b>	<b>Minimal - staff time</b>	<b>Complete visit and tour of Ontario Senior Economic Officers and International Investment Development Representatives (IIDR) teams</b>	<b>Short term</b>

1.09	Work to raise the profile of Brantford with the IIDR network by equipping them with key messages, material and information that they can use in their discussions with prospects, and collaborate with them on any upcoming in-market visits by City representatives	<b>Economic Development and Tourism</b>	<b>City of Brantford, County of Brant, Six Nations of the Grand River, Senior Economic Officers, International Investment Development Representatives (IIDR)</b>	<b>Minimal – staff time and on-going funding to support material development and hosting familiarization tour (\$1,000)</b>	<b>Provide IIDR network with marketing material; complete visit by IIDR</b>	<b>Long term</b>
1.10	Continually update <a href="http://www.AdvantageBrantford.ca">www.AdvantageBrantford.ca</a> to ensure up-to-date data is available to potential investors	<b>Economic Development and Tourism</b>	<b>City of Brantford (through a 3<sup>rd</sup> party contractor)</b>	<b>Moderate – staff time</b>	<b>Ensure quantitative data is updated regularly when it becomes available (monthly, quarterly, annually)</b>	<b>Ongoing</b>
1.11	Improve the City of Brantford’s website to streamline the City’s economic development webpages and make it more easy to find information about the City’s economic development services and opportunities including <a href="http://www.AdvantageBrantford.ca">www.AdvantageBrantford.ca</a>	<b>Corporate Communications</b>	<b>Economic Development and Tourism (through a 3<sup>rd</sup> party contractor)</b>	<b>Moderate – staff time and project costs to streamline/create a new Brantford EcDev website \$25,000-\$50,000 for website</b>	<b>Updated Economic Development website launched</b>	<b>Immediate</b>
1.12	Create the necessary business processes and staffing secession plan to ensure the City does not lose any of its economic development knowledge specifically pertaining to investment retention and attraction	<b>Economic Development and Tourism</b>	<b>Human Resources</b>	<b>Moderate – staff time</b>	<b>Succession plan in place; Business processes documented</b>	<b>Short term</b>
1.13	Create a focus on regional economic development specifically around investment attractions by: <ul style="list-style-type: none"> <li>Identifying one political and one senior level staff to coordinate a Brantford-Brant Regional Investment Attraction Working Group with the County of Brant and the Six Nations of the Grand River</li> </ul>	<b>City of Brantford</b>	<b>Six Nations of the Grand River, County of Brant</b>	<b>Minimal - staff time</b>	<b>Create Brantford-Brant Regional Investment Attraction Working Group</b>	<b>Immediate</b>

1.14	<p>Create a focus on regional economic development specifically around investment attractions by:</p> <ul style="list-style-type: none"> <li>• Creating a regional action plan for investment attraction that identifies at least three joint ventures or projects with the County of Brant and/or the Six Nations of the Grand River focused specifically on investment retention and attraction (i.e. Joint marketing of the region, joint servicing, etc.)</li> </ul>	<p><b>City of Brantford, Six Nations of the Grand River, County of Brant</b></p>	<p><b>Municipal partners</b></p>	<p><b>Moderate – staff time and one-time project for creating a regional action plan (\$30,000 to \$50,000)</b></p>	<p><b>Create investment action plan</b></p>	<p><b>Short term</b></p>
------	--	--	----------------------------------	---	---	--------------------------



## 2 Infrastructure

### 2.1 Industrial Land Strategy

<b>Infrastructure - Industrial Land</b>						
<b>Ongoing Directions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
2.01	Continued investment by the City of Brantford in industrial land development is a key strategy component	<b>City of Brantford</b>	<b>Municipal partners</b>	<b>Moderate – staff time (Cost of development unknown at this time)</b>	<b>Monitor available industrial land at regular intervals</b>	<b>Ongoing</b>
2.02	Infilling existing industrial areas is a priority	<b>Community Development Commission (Planning, Building, Economic Development and Tourism)</b>	<b>Private sector, Realtors, Developers, Site selectors, Senior levels of government</b>	<b>Moderate – staff time</b>	<b>Report on building permit values and existing industrial expansion</b>	<b>Immediate</b>
2.03	Continue to encourage private sector initiatives for new industrial/business park development	<b>Economic Development and Tourism</b>	<b>Private sector, Realtors, Developers, Site selectors, Senior levels of government</b>	<b>Minimal – staff time</b>	<b>Report on progress of industrial/business park development</b>	<b>Ongoing</b>

2.04	Facilitate and encourage reinvestment and revitalization of vacant industrial floor space	<b>Economic Development and Tourism</b>	<b>Private sector, Realtors, Developers, Site selectors, Senior levels of government</b>	<b>Minimal – staff time</b>	<b>Report on square footage of previously vacant industrial space absorption rate</b>	<b>Ongoing</b>
2.05	Make best use of limited short term supply of industrial land as the city is “landlocked”	<b>Economic Development and Tourism</b>	<b>Private sector, Realtors, Developers, Site selectors, Senior levels of government</b>	<b>Moderate – staff time</b>	<b>Monitor industrial land supply</b>	<b>Immediate</b>
<b>New Recommended Actions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long term – after 2021
2.06	As a priority, continue working with the County of Brant, the Six Nations of the Grand River and the province to complete current land transfer agreement	<b>City of Brantford</b>	<b>County of Brant, Six Nations of the Grand River, Province of Ontario</b>	<b>Moderate – staff time</b>	<b>Complete land transfer</b>	<b>Ongoing</b>
2.07	Implement the actions found within the Employment (Industrial) Land Analysis that address industrial land issues: Continue to be active in the industrial land development market to the extent required to ensure a minimum of a five-year supply of serviced employment/industrial lands is on the market at all times	<b>City of Brantford</b>	<b>Private sector, Realtors, Developers, Site selectors, Senior levels of government</b>	<b>Maximal – staff time</b>	<b>Implement the actions of the Employment Land Analysis</b>	<b>Medium term</b>
2.08	Actively be the leader to seek out shared servicing opportunities with the County of Brant and private sector land owners to bridge the existing industrial land supply gap	<b>City of Brantford</b>	<b>Six Nations of the Grand River, County of Brant, Private sector, Community partners</b>	<b>Moderate – staff time</b>	<b>Monitor industrial land supply and opportunities</b>	<b>Short term</b>

2.09	Continue with Brantford’s Brownfield Incentive Programs (i.e. Community Improvement Plan (CIP), Tax Incentive Program, Development Charges Bylaw) to help guide brownfield developments and intensify land use	<b>Planning</b>	<b>Economic Development and Tourism, Municipal partners</b>	<b>Minimal – staff time</b>	<b>Measure development and remediation of brownfield sites within the city</b>	<b>Ongoing</b>
2.10	Create and maintain inventories of Municipality’s physical and social assets to be used as part of the City’s infrastructure planning and marketing efforts	<b>City of Brantford</b>	<b>Community partners</b>	<b>Moderate – staff time</b>	<b>Annual review of inventories</b>	<b>Short term</b>
2.11	Maintain up-to-date and ensure accessible online databases for shovel ready/marketable industrial and commercial land as well as the available City infrastructure	<b>Economic Development and Tourism</b>	<b>I.T., Realtors, Municipal partners, Brantford Regional Real Estate Association</b>	<b>Minimal – staff time</b>	<b>www.AdvantageBrantford.ca Site Selector tools up-to-date</b>	<b>Ongoing</b>

## 2.2 Downtown Economic Development

<b>Infrastructure – Downtown Economic Development</b>						
<b>Ongoing Directions</b>	<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021	
2.12	Revisit the establishment of a working committee to develop a downtown business retention and recruitment strategy, in partnership with the Economic Development Advisory Committee, the Tourism Advisory Committee, the Downtown Business Improvement Area, post-secondary institutions and department staff	<b>Economic Development and Tourism</b>	<b>Economic Development Advisory Committee, the Tourism Advisory Committee, the Downtown Business Improvement Area, post-secondary institutions and department staff</b>	<b>Moderate – staff time</b>	<b>Outreach to existing committees, Establish the working committee if required, Develop strategy</b>	<b>Short term</b>
2.13	Develop marketing tools for the downtown area	<b>Economic Development</b>	<b>Corporate Communications,</b>	<b>Minimal – staff time and annual costs of</b>	<b>Update quantitative</b>	<b>Ongoing</b>

		<b>and Tourism, Planning Department</b>	<b>Planning, Downtown Brantford (BIA), Post-secondary partners</b>	<b>marketing tools</b>	<b>data annually, Marketing materials developed</b>	
2.14	Continue the business retention and expansion activities with downtown businesses	<b>Economic Development and Tourism</b>	<b>Downtown Brantford (BIA)</b>	<b>Moderate – staff time and cost for CRM database (if being used)</b>	<b>Monitor effectiveness of program and report on new or departed businesses</b>	<b>Ongoing</b>
2.15	Continue to provide capacity-building workshops for downtown businesses	<b>Economic Development and Tourism</b>	<b>Downtown Brantford (BIA), Enterprise Brant, Business community</b>	<b>Minimal – staff time and ongoing costs of workshop development and delivery</b>	<b>Monitor attendance of workshops</b>	<b>Ongoing</b>
<b>New Recommended Actions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
2.16	Continually communicate the positive change and momentum of Brantford’s downtown revitalization to residents	<b>Corporate Communications</b>	<b>Economic Development and Tourism, Planning, Downtown Brantford (BIA), Post-secondary partners</b>	<b>Minimal – staff time</b>	<b>Provide regular updates regarding downtown</b>	<b>Ongoing</b>

2.17	Continue supporting and heavily promoting the City's Downtown Incentive Programs: <ul style="list-style-type: none"> <li>• Downtown Business Performance Grant</li> <li>• Design and Façade Grant</li> <li>• New Business Grant</li> <li>• Relief of Development Charges</li> <li>• Parking Exemption Area</li> <li>• Cash-in-Lieu for Parking</li> <li>• Brownfields CIP and Financial Tax Incentive Program</li> <li>• Development Charge By-law (Brownfields)</li> <li>• Infrastructure Upgrades</li> </ul>	<b>Planning</b>	<b>Economic Development and Tourism, The Chamber of Commerce Brantford-Brant, Downtown Brantford (BIA), Realtors, Community partners</b>	<b>Maximal – staff time plus annual cost of Incentive Programs</b>	<b>Assess the uptake on the Downtown Incentive Programs</b>	<b>Ongoing</b>
2.18	Create and promote a public Wi-Fi hotspot zone covering a designated portion of downtown	<b>Brantford Hydro (NetOptiks)</b>	<b>Downtown Brantford (BIA), I.T., Municipal partners</b>	<b>Moderate - staff time, project costs for partnership/sponsorship development and equipment start-up costs and maintenance</b>	<b>Complete an accessible Wi-Fi zone</b>	<b>Medium term</b>
2.19	Promote downtown tenants like Laurier Launchpad and Brantford-Brant Business Resource Enterprise Centre to create a focal point for innovation and entrepreneurialism	<b>Economic Development and Tourism</b>	<b>Downtown Brantford (BIA), Wilfrid Laurier Brantford Conestoga College, The Chamber of Commerce Brantford-Brant</b>	<b>Minimal – staff time</b>	<b>Report on business consultation, start-up and expansion in Annual Report</b>	<b>Medium term</b>
2.20	To attract more people: bring attention to Brantford's downtown; draw consumers to support local downtown businesses; continue the programming at Harmony Square; leverage other local events and promote the expanding Arts, Culture and Heritage attractions, events and festivals downtown	<b>Economic Development and Tourism; Parks and Recreation</b>	<b>Municipal partners, Downtown Brantford (BIA)</b>	<b>Moderate – staff time and project and event funding</b>	<b>Survey businesses and events to determine if an increase of people is working</b>	<b>Medium term</b>
2.21	Examine the possibility of increasing the following, to add to the intensification of downtown: 6+storey mixed-use development; higher residential development; and more compact residential developments	<b>Planning; Building</b>	<b>Economic Development and Tourism, Realtors, Developers,</b>	<b>Minimal – staff time and funding for planning studies</b>	<b>Review residential density of area, Residential</b>	<b>Long term</b>

			<b>Downtown Brantford (BIA), Post-secondary partners</b>		<b>monitoring report, Building permit value</b>	
2.22	Work with the downtown business community to create cross-merchandising opportunities or forums for collaboration	<b>Downtown Brantford (BIA)</b>	<b>Economic Development and Tourism</b>	<b>Minimal – staff time</b>	<b>Opportunities for collaboration created</b>	<b>Short term</b>
2.23	Continue to enforce City bylaws to ensure compliance with property standards	<b>Building</b>	<b>Municipal partners, Community partners</b>	<b>Moderate – operational item – staff time</b>	<b>Bylaws being enforced</b>	<b>Ongoing</b>
2.24	Promote the growing and established arts and culture sector in downtown (i.e. Sanderson Centre for the Performing Arts, Brant Museum and Archives) to bring more people downtown	<b>Economic Development and Tourism</b>	<b>Sanderson Centre for the Performing Arts, Parks and Recreation, Downtown Brantford (BIA), Post-secondary partners, Brantford Public Library</b>	<b>Moderate – staff time and funding for promotional activities and material</b>	<b>Use ticket sales at arts and culture facilities to measure uptake</b>	<b>Short term</b>
2.25	Consider updating the 2008 Master Plan for Downtown Brantford, this can also be a tool to bring attention to the positive growth of Brantford’s downtown	<b>Planning</b>	<b>Municipal partners, Downtown Brantford (BIA)</b>	<b>Moderate – staff time and one-time funding for Master Plan update (\$50,000 to \$100,000)</b>	<b>Complete update</b>	<b>Medium term</b>
2.26	Continue to update public infrastructure and beautify public amenities (sidewalks, streetscape, signage, public art, etc.) to ensure the continued revitalization of Brantford’s downtown	<b>City of Brantford (Public Works, Planning, Economic Development and Tourism, Parks and Recreation)</b>	<b>Municipal partners, Community partners</b>	<b>Moderate – operational item – staff time</b>	<b>Report on activities in corporate year-end report</b>	<b>Ongoing</b>



### 3 Tourism

<b>Tourism</b>						
<b>Ongoing Directions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
3.01	Proactively continue to build on the existing relationships with surrounding municipalities and regions as appropriate to leverage opportunities and create broader context	<b>Economic Development and Tourism</b>	<b>Six Nations of the Grand River County of Brant</b>	<b>Minimal – staff time</b>	<b>Include status updates in Annual Report</b>	<b>Ongoing</b>
3.02	Enhance and develop the relationship with OLG Casino Brantford in order to leverage marketing opportunities	<b>Economic Development and Tourism</b>	<b>OLG Casino Brantford</b>	<b>Minimal – staff time and funding for joint marketing activities</b>	<b>Include status updates in Annual Report</b>	<b>Ongoing</b>
3.03	Build on the activities and future tourism-related opportunities of the area's trails and waterways	<b>Economic Development and Tourism</b>	<b>Parks and Recreation, County of Brant, Hamilton Halton Brant Regional Tourism Association, Community partners</b>	<b>Moderate – staff time and project funding for tourism product development</b>	<b>Include status updates in Annual Report</b>	<b>Ongoing</b>
3.04	Continue to support the growth of sports tourism through the strategic marketing of new municipal sports infrastructure and bid and hosting opportunities	<b>Economic Development and Tourism</b>	<b>Parks and Recreation, Municipal partners, Community partners</b>	<b>Moderate – staff time and funding for marketing</b>	<b>Measure number of events and attendees</b>	<b>Ongoing</b>

3.05	Continue to pursue the bid and hosting of corporate meeting and convention events and activities	<b>Economic Development and Tourism</b>	<b>Municipal partners, Community partners</b>	<b>Moderate – staff time and on-going/one-off funding for event attraction activities (depends on the event being targeted)</b>	<b>Assess number of bids and number of successful bids</b>	<b>Ongoing</b>
3.06	Develop mechanisms to capture and analyze the Visiting Friends and Family/Leisure market and, through this, review create strategic opportunities for enhanced marketing	<b>Economic Development and Tourism</b>	<b>Municipal partners, Community partners, Hamilton Halton Brant Regional Tourism Association</b>	<b>Minimal – staff time</b>	<b>Develop survey or tracking template, report on results in Annual Report</b>	<b>Ongoing</b>
3.07	Carry out niche tourism market research and segmentation in order to better focus product development and marketing initiatives	<b>Economic Development and Tourism</b>	<b>Hamilton Halton Brant Regional Tourism Association, County of Brant, Six Nations Tourism</b>	<b>Moderate – staff time and funding to gather and analyse tourism specific data</b>	<b>Record new tourism offerings in the city</b>	<b>Ongoing</b>
3.08	Work with the partners from Regional Tourism Organization #3 (RTO 3) to leverage provincial support to enhance the tourism product, experiences and marketing of the area	<b>Economic Development and Tourism</b>	<b>Hamilton Halton Brant Regional Tourism Association, County of Brant Tourism, Six Nations Tourism, OTMPC</b>	<b>Moderate – staff time and partnership funding to support joint tourism product development</b>	<b>Identify partnership project opportunities, report annually</b>	<b>Ongoing</b>
3.09	Continue the implementation of the way-finding signage program	<b>Economic Development and Tourism</b>	<b>Municipal partners</b>	<b>Moderate – staff time and signage program annual funding</b>	<b>Report on new or upgraded signage</b>	<b>Ongoing</b>

3.10	Founded in the quality of life and range of amenities in the area, develop an entrepreneur and creative economy investment attraction strategy using the full range of assets that the City and region has to offer	<b>Economic Development and Tourism</b>	<b>Municipal partners, Post-secondary partners</b>	<b>Minimal – staff time and funding for the creation of the investment attraction strategy (\$30,000 to \$50,000)</b>	<b>Complete development of strategy</b>	<b>Short term</b>
3.11	Develop standardized visitor statistics-gathering mechanisms from key attractions in the area to determine why visitors come to Brantford and what else will encourage them to stay longer	<b>Economic Development and Tourism</b>	<b>Hamilton Halton Brant Regional Tourism Association, County of Brant, Six Nations Tourism, OTMPC</b>	<b>Minimal – staff time and project funding</b>	<b>Statistic gathering mechanisms are in place</b>	<b>Ongoing</b>
3.12	Conduct an analysis of current areas of marketing effort and develop opportunities for future growth	<b>Economic Development and Tourism</b>	<b>Hamilton Halton Brant Regional Tourism Association, County of Brant, Six Nations Tourism, OTMPC</b>	<b>Minimal – staff time and project funding for marketing analysis (\$15,000 to \$25,000)</b>	<b>Report on findings</b>	<b>Ongoing</b>

New Recommended Actions		Lead	Support	Estimated Resources	Progress Measures	Timing Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
3.13	Undertake a Municipal Sports Tourism Strategy that identifies growth opportunities for sport tourism and deliberately links sports tourism with events, culture and heritage, business travel, visiting friends and family, and outdoor active lifestyle opportunities	<b>Economic Development and Tourism</b>	<b>Municipal partners, Hamilton Halton Brant Regional Tourism Association, Community partners, Senior levels of government</b>	<b>Moderate – staff time and one-time project funding for strategy development (\$50,000 to \$85,000)</b>	<b>Complete strategy</b>	<b>Immediate</b>
3.14	Continue with the City’s marketing and tourism promotion program within: <ul style="list-style-type: none"> <li>• Sports Tourism</li> <li>• Corporate (Meetings &amp; Conventions)</li> <li>• Trade Travel</li> <li>• Cultural Tourism and Development</li> <li>• Leisure (including Visitors, Friends and Relatives)</li> <li>• Travel Media &amp; Communications</li> <li>• Individual Business/Corporate Travel</li> </ul>	<b>Economic Development and Tourism</b>	<b>City of Brantford, Hamilton Halton Brant Regional Tourism Association, County of Brant Tourism, Tourism Brantford, Six Nations Tourism, Ontario Government</b>	<b>Moderate – staff time and on-going funding for marketing program</b>	<b>Create industry-specific promotional programs</b>	<b>Ongoing</b>
3.15	Update the City’s Tourism website, including reviewing all social media tools being used to promote the City’s tourism offerings	<b>Economic Development and Tourism</b>	<b>Corporate Communications, I.T.</b>	<b>Moderate – staff time and one-time funding for website update/refresh</b>	<b>Continually refresh website with up-to-date information</b>	<b>Ongoing</b>

3.16	Create an annual tourism event bringing together Brantford’s tourism providers to network and build momentum around this growing sector	<b>Economic Development and Tourism</b>	<b>Hamilton Halton Brant Regional Tourism Association County of Brant, Six Nations Tourism</b>	<b>Moderate – staff time and annual event planning and delivery</b>	<b>Inaugural event</b>	<b>Medium term</b>
3.17	Continue the City’s joint marketing efforts with the County of Brant and the Six Nations of Grand River	<b>Economic Development and Tourism</b>	<b>Hamilton Halton Brant Regional Tourism Association County of Brant, Six Nations Tourism</b>	<b>Moderate – staff time and funding for joint marketing initiatives</b>		<b>Ongoing</b>
3.18	Undertake an update of the 2010 Waterfront Master Plan. Include an assessment of increasing access points along the Grand River. Identify physical linkages between the Grand River and the City’s trail system	<b>City of Brantford (Parks and Recreation, Planning)</b>	<b>Municipal partners, Grand River Conservation Authority, Six Nations of the Grand River, County of Brant</b>	<b>Moderate – staff time and one-time funding for Master Plan update (\$50,000 to \$100,000)</b>	<b>Complete update</b>	<b>Immediate</b>
3.19	Create a wayfinding program (including signage, trail maps showing supporting infrastructure, access points, parking and business/points of interest) for Brantford’s trail system	<b>Parks and Recreation</b>	<b>Economic Development and Tourism, County of Brant, Municipal partners</b>	<b>Moderate – staff time and both project and ongoing annual funding to implement a wayfinding program</b>	<b>Implement program</b>	<b>Medium term</b>
3.20	Undertake an assessment of the Visitor & Tourism Centre to ensure it is being used to its best and full potential	<b>Economic Development and Tourism, Facilities and Asset Management</b>	<b>Municipal partners</b>	<b>Minimal – staff time and funding to complete assessment (\$15,000 to \$25,000)</b>	<b>Complete assessment</b>	<b>Long term</b>

3.21	Consider developing (or finding an existing) a map-based app that focuses on the opportunities to access the City’s local trail system (cycling, hiking, running, etc.) and creating connections to local business and tourist offerings	<b>City of Brantford (Economic Development &amp; Tourism, I.T., Communications, Parks and Recreation)</b>	<b>3<sup>rd</sup> party contractor</b>	<b>Minimal – staff time and funding to create app (\$10,000 to \$25,000)</b>	<b>Launch application through all city web portals and social media streams</b>	<b>Short term</b>
3.22	Create visitor packages to be distributed at all sporting and convention events that outline the City’s business attractions as well as local recreation, arts, culture and heritage attractions – things to do. Make the same packages available online and promote to local residents and businesses	<b>Economic Development and Tourism</b>	<b>Corporate Communications, Hamilton Halton Brant Regional Tourism Association, Community partners</b>	<b>Minimal – staff time and on-going funding to create and distribute packages</b>	<b>Complete packages Report on visitor numbers</b>	<b>Medium term</b>



## 4 Arts, Culture & Heritage (Including Film and New Media)

<b>Arts, Culture &amp; Heritage</b>						
<b>Ongoing Directions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
4.01	Continue with the implementation of the Municipal Cultural Plan to increase the creative capacity of the city and to further develop the arts and culture sector	<b>Economic Development and Tourism</b>	<b>Brantford Cultural Advisory Committee, Municipal partners, Community partners</b>	<b>Moderate – staff time and ongoing operational and project costs</b>	<b>Implement the Municipal Cultural Plan</b>	<b>Ongoing</b>
4.02	Emphasize the community culture and heritage buildings as attractions	<b>Economic Development and Tourism</b>	<b>Planning, Brantford Heritage Committee, Municipal partners, Community partners</b>	<b>Moderate – staff time</b>	<b>Complete Heritage Register</b>	<b>Ongoing</b>
4.03	Encourage continued growth of the local cultural sector by integrating economic development strategies with municipal cultural planning	<b>Economic Development and Tourism</b>	<b>Municipal partners, Community partners</b>	<b>Minimal – staff time</b>		<b>Ongoing</b>

<b>New Recommended Actions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Estimated Resources</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
4.04	Complete the investigation of the Mid-Size Performance Space	<b>Economic Development and Tourism</b>	<b>Task Force to Investigate a Mid-Size Performance Space, Brantford Cultural Advisory Committee, Municipal partners, Community partners, Private sector</b>	<b>Moderate – staff time and on-time project funding</b>	<b>Complete investigation report</b>	<b>Short term</b>
4.05	Hold an annual “State of the Union” Arts, Culture and Heritage event to bring stakeholders together, to celebrate the Arts, Culture and Heritage achievements in the city, give an update on the implementation of the Municipal Cultural Plan and build some continued excitement about this growing sector	<b>Economic Development and Tourism</b>	<b>City of Brantford, Community partners</b>	<b>Moderate – staff time and annual funding for planning and delivering of event</b>	<b>Hold “State of the Union” event</b>	<b>Short term</b>
4.06	Create a separate Arts, Culture Heritage website or better promote myBrantford.ca through various mediums including social media	<b>Corporate Communications</b>	<b>Community partners, Economic Development and Tourism, I.T., 3<sup>rd</sup> party contractor</b>	<b>Moderate – staff time and one-time project costs to create a new website</b>	<b>Create and launch website</b>	<b>Ongoing</b>
4.07	Ensure Arts, Culture and Heritage continue to be considered as a valued component in the City’s community and economic development efforts during the implementation of the City’s Economic Development and Tourism program	<b>Economic Development and Tourism</b>	<b>Brantford Cultural Advisory Committee Municipal partners, Hamilton Halton Brant Regional Tourism Association</b>	<b>Minimal – staff time</b>	<b>Complete annual status report on Municipal Cultural Plan</b>	<b>Ongoing</b>

4.08	Continue building Arts, Culture and Heritage as a component into the overall Tourism Brantford Marketing Plan	<b>Economic Development and Tourism</b>	<b>Municipal partners, Hamilton Halton Brant Regional Tourism Association</b>	<b>Minimal – staff time</b>	<b>Include Arts, Culture and Heritage in the Tourism Brantford Marketing Plan</b>	<b>Immediate</b>
4.09	Undertake a feasibility study to determine the opportunities and impacts of the film industry in Brantford	<b>Economic Development and Tourism</b>	<b>Municipal partners, Senior levels of government, Ontario Media Development Corporation</b>	<b>Minimal – staff time and one-time cost of feasibility study (\$20,000-\$30,000)</b>	<b>Complete study</b>	<b>Short term</b>
4.10	Create a film and new media action plan to address the business case for the sector. Continue building and updating the inventory of sites and photographs for the film industry, support services as well as a single point of contact for industry inquiries	<b>Economic Development and Tourism</b>	<b>Municipal partners, Senior levels of government, Ontario Media Development Corporation, Downtown Brantford (BIA)</b>	<b>Moderate – staff time and one-time project funding for action plan development (\$35,000 to \$50,000)</b>	<b>Complete new media action plan Streamline inquiries by creating a single point of contact</b>	<b>Short term</b>

## 5 Business Development

<b>Business Development</b>						
<b>Ongoing Directions (Business Retention &amp; Expansion)</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
5.01	Continue with a proactive approach to business retention and expansion	<b>Economic Development and Tourism</b>	<b>The Chamber of Commerce Brantford-Brant, Workforce Planning Board of Grand Erie, Enterprise Brant, Downtown Brantford (BIA), Senior levels of Government</b>	<b>Moderate – staff time</b>	<b>Monitor and report on new and expanded businesses, as well as closures</b>	<b>Ongoing</b>
5.02	Continue the Economic Development and Tourism Department’s business visitation program	<b>Economic Development and Tourism</b>	<b>Municipal partners, City Council, Community partners</b>	<b>Moderate – staff time</b>	<b>Measure and report on visitations</b>	<b>Ongoing</b>
5.03	Conduct workshops with expert presenters	<b>Economic Development and Tourism</b>	<b>Enterprise Brant, Chamber of Commerce Brantford-Brant, Community partners</b>	<b>Minimal – staff time and costs of developing and delivering workshops</b>	<b>Report on annual number of workshops and enrolment, Survey participants</b>	<b>Ongoing</b>
5.04	Continue to maintain a comprehensive city-wide directory of businesses and organizations in all sectors	<b>Economic Development and Tourism</b>	<b>Community partners</b>	<b>Moderate – staff time – operation and on-going</b>	<b>Review and update accuracy of directory</b>	<b>Ongoing</b>

5.05	Look for and cultivate synergies amongst existing companies, in order to create internal customer-vendor relationships - a form of "import substitution"	<b>Economic Development and Tourism</b>	<b>Community partners</b>	<b>Minimal – staff time</b>	<b>Monitor through annual BR&amp;E review</b>	<b>Ongoing</b>
5.06	Identify and encourage informal partnerships between firms for mutual gain	<b>Economic Development and Tourism</b>	<b>Business community, The Chamber of Commerce Brantford-Brant, Downtown Brantford (BIA), Enterprise Brant</b>	<b>Minimal – staff time</b>	<b>Monitor through annual BR&amp;E review</b>	<b>Ongoing</b>
5.07	Work with retiring business owners to help find successors	<b>Economic Development and Tourism</b>	<b>Business community</b>	<b>Minimal – staff time</b>	<b>Record business owners that have been assisted</b>	<b>Ongoing</b>
5.08	Continue to provide information on government programs. Add additional services to assist with the completion of the required applications and plan preparation	<b>Economic Development and Tourism</b>	<b>Senior levels of government, Industry partners</b>	<b>Minimal – staff time</b>	<b>Track information on government programs provided</b>	<b>Ongoing</b>
5.09	Through the utilization of local retirees with business expertise, increase mentorship opportunities available to existing companies, especially the smaller firms, to increase their ability to survive and prosper	<b>Economic Development and Tourism</b>	<b>Community partners, Laurier LaunchPad, The Chamber of Commerce Brantford-Brant</b>	<b>Minimal – staff time</b>	<b>Report on number of mentorship connected</b>	<b>Ongoing</b>
<b>Ongoing Directions (Entrepreneurship and Business Capacity Enhancements)</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
5.10	Continue to assist in the business capacity development of the Tourism industry, downtown businesses and smaller industrial companies	<b>Economic Development and Tourism</b>	<b>Downtown Brantford (BIA), Hamilton Halton Brant Regional Tourism Association</b>	<b>Minimal – staff time</b>	<b>Include in Annual Report</b>	<b>Ongoing</b>

5.11	Increase the capacity of the Mentorship Program	<b>Economic Development and Tourism</b>	<b>Community partners, Laurier LaunchPad, The Chamber of Commerce Brantford-Brant</b>	<b>Minimal – staff time</b>	<b>Review membership numbers of mentors and mentored</b>	<b>Long-term</b>
5.12	Continue to support and develop arts and culture entrepreneurship as well as entrepreneurs of the creative economy	<b>Economic Development and Tourism</b>	<b>Community partners,</b>	<b>Moderate – staff time</b>	<b>Track new entrepreneurs in the community</b>	<b>Ongoing</b>
5.13	Continue to offer support to encourage and develop young entrepreneurs	<b>Economic Development and Tourism</b>	<b>Community partners, Laurier LaunchPad, The Chamber of Commerce Brantford-Brant, Enterprise Brant, Post-secondary partners</b>	<b>Moderate – staff time</b>	<b>Track assistance provided to new entrepreneurs, Market programs available from senior levels of government</b>	<b>Ongoing</b>
<b>New Recommended Actions</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
5.14	Begin moving some in-person business start-up services online by creating and delivering online tools and services to support entrepreneurship and business start-up	<b>Economic Development and Tourism</b>	<b>I.T., Corporate Communications, Community partners, Laurier LaunchPad, The Chamber of Commerce Brantford-Brant, Post-secondary partners</b>	<b>Moderate – staff time and funding to create and maintain online tools</b>	<b>Include in Annual Report</b>	<b>Short term</b>
5.15	Create new support programs and expand existing mentorship program to assist business retention issues and expansion opportunities	<b>Economic Development and Tourism</b>	<b>Community partners, Laurier LaunchPad, The Chamber of Commerce Brantford-Brant</b>	<b>Moderate – staff time and funding to create and deliver new programs</b>	<b>Create new programs and bi-annually review impact/uptake</b>	<b>Medium term</b>



5.16	Create a systematic approach to supporting/responding to the specific business development issues uncovered during the City's business visitation program	<b>Economic Development and Tourism</b>	<b>City of Brantford Municipal partners, Community partners</b>	<b>Minimal – staff time</b>	<b>Create a protocol and Brantford Municipal Support Response Team</b>	<b>Immediate</b>
5.17	Work with Wilfrid Laurier University, Conestoga College and Six Nations Polytechnic to create new support programs aimed at social entrepreneurs wishing to start-up social enterprises	<b>Economic Development and Tourism</b>	<b>Post-secondary partners</b>	<b>Moderate – staff time and funding to create and deliver new programs</b>	<b>Launch programs</b>	<b>Long term</b>
5.18	Establish a business start-up support network with Wilfrid Laurier University, Conestoga College, and Six Nations Polytechnic to ensure youth entrepreneurship programs are identified and cross promoted	<b>Economic Development and Tourism</b>	<b>Post-secondary partners</b>	<b>Minimal – staff time</b>	<b>Launch program online and offer regular meetings</b>	<b>Long term</b>
5.19	Research the business development needs of Tourism and Arts, Culture and Heritage sectors to determine if there are specialized business development programs required to support those sectors	<b>Economic Development and Tourism</b>	<b>Community partners</b>	<b>Minimal – staff time</b>	<b>Monitor through BR&amp;E review, Survey workshop participants</b>	<b>Long term</b>
5.20	Investigate the demand for and feasibility of an Accelerator Centre/Entrepreneurship Hub	<b>Post-Secondary Institutions</b>	<b>Economic Development and Tourism, The Chamber of Commerce Brantford-Brant Workforce Planning Board of Grand Erie OMAFRA Downtown Brantford (BIA) Ministry of Economic Development and Growth</b>	<b>Moderate – staff time and cost of feasibility study</b>	<b>Complete feasibility report</b>	<b>Medium term</b>

## 6 Education, Skills Training and Labour Development

<b>Education, Skills Training and Labour Development</b>						
<b>Ongoing Directions (Post-Secondary Education Institutions)</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
6.01	Work with the post-secondary Institutions to encourage programming in technology and the sciences that will promote the development of local business clusters	<b>Post-Secondary Institutions</b>	<b>Economic Development and Tourism, Workforce Planning Board of Grand Erie, Business community</b>	<b>Minimal – staff time</b>	<b>Review course offerings</b>	<b>Ongoing</b>
6.02	Based upon both the target sectors and existing key sectors, work with the post-secondary education institutions to encourage programming that support these industries	<b>Post-Secondary Institutions</b>	<b>Economic Development and Tourism, Workforce Planning Board of Grand Erie, Business community</b>	<b>Minimal – staff time</b>	<b>Review course offerings</b>	<b>Ongoing</b>
6.03	Encourage post-secondary programming that creates higher quality employment opportunities by supporting the attraction and retention of workers in the new economy	<b>Post-Secondary Institutions</b>	<b>Economic Development and Tourism, Workforce Planning Board of Grand Erie, Business community, Ministry of Training, Colleges and Universities</b>	<b>Minimal – staff time</b>	<b>Review graduation and employment rates</b>	<b>Ongoing</b>
6.04	Encourage year-round courses at post-secondary institutions in order to provide a more consistent customer base for downtown businesses	<b>Post-Secondary Institutions</b>	<b>Economic Development and Tourism</b>	<b>Minimal – staff time</b>	<b>Review course offerings and enrollment numbers</b>	<b>Ongoing</b>

<b>Ongoing Directions (Education, Training and Workforce Development)</b>		<b>Lead</b>	<b>Support</b>	<b>Estimated Resources</b>	<b>Progress Measures</b>	<b>Timing</b> Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
6.05	Establish a Community Task Force, chaired by the Mayor, to bring together all parties to raise the education and skill levels of the community – “Graduate Brantford”	<b>City of Brantford, Mayor’s Office</b>	<b>Municipal Partners, Community Partners</b>	<b>Moderate – staff time</b>	<b>Establish Community Task Force</b>	<b>Ongoing</b>
6.06	Use continued feedback from businesses to document their present and future skills needs	<b>Workforce Planning Board of Grand Erie</b>	<b>Economic Development and Tourism, The Chamber of Commerce Brantford-Brant, Downtown Brantford (BIA), Business community</b>	<b>Minimal – staff time</b>	<b>Create running list of feedback from local businesses, Support EmployerOne survey distribution and make results available to employers</b>	<b>Ongoing</b>
6.07	Encourage local companies to engage in internal workforce training, to benefit both the company and to increase the capacity of employees to meet present and future needs	<b>Workforce Planning Board of Grand Erie</b>	<b>Economic Development and Tourism, The Chamber of Commerce Brantford-Brant, Downtown Brantford (BIA), Ministry of Economic Development and Growth</b>	<b>Minimal – staff time</b>	<b>Annual reports of Workforce Planning Board of Grand Erie</b>	<b>Ongoing</b>

New Recommended Actions		Lead	Support	Estimated Resources	Progress Measures	Timing Ongoing Immediate – before the end of 2017 Short term – before the end of 2019 Medium term – before the end of 2021 Long-term – after 2021
6.08	Continue to support the Workforce Planning Board of Grand Erie’s workforce development efforts	<b>Workforce Planning Board of Grand Erie</b>	<b>Economic Development and Tourism, Ontario Works (Brant Jobs) Ministry of Economic Development and Growth, Grand Valley Educational Society</b>	<b>Minimal – staff time</b>	<b>Participate in joint opportunities, Market information to employers</b>	<b>Ongoing</b>
6.09	Open the continued lines of communication between educators, trainers and labour force development support agencies to better coordinate efforts focused on education, skills training and labour development that are Brantford specific	<b>Economic Development and Tourism</b>	<b>Workforce Planning Board of Grand Erie, Ministry of Economic Development and Growth, Wilfrid Laurier Brantford, Nipissing University Conestoga College Institute of Technology and Advanced Learning, Six Nations Polytechnic</b>	<b>Moderate – staff time</b>	<b>Create a network of contacts at appropriate educational institutions</b>	<b>Medium term</b>